

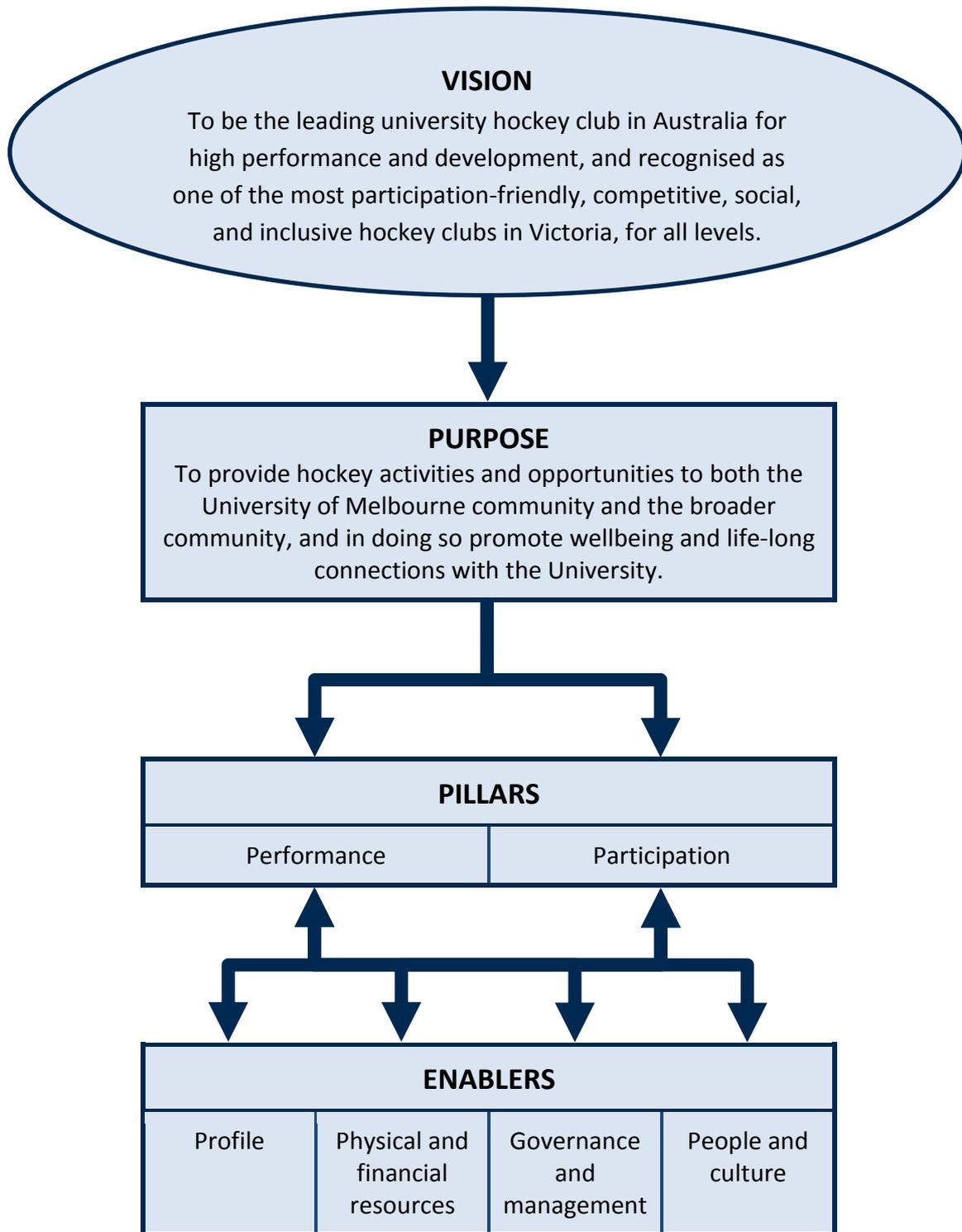


Strategic Plan

2016 – 2020



Approved: September 2016



SUCCESS

Melbourne University Hockey Club’s vision will be achieved through undertaking actions and delivering outcomes in the pillars of performance and participation and in the enablers of profile, physical and financial resources, governance and management, and people and culture. Success in achieving outcomes in the enablers facilitates and drives the pillars, whilst success in achieving outcomes in the pillars in turn supports and enhances the enablers.

BACKGROUND

Melbourne University Hockey Club (MUHC) is an affiliated sporting club of the University of Melbourne. It is one of the largest sporting clubs at the University and one of the largest senior hockey clubs in Victoria, offering both men's and women's hockey in senior and masters competitions.



Membership is predominantly students, alumni, and staff of the University, but also includes a significant number of members without such a connection.

Founded in 1907, the club is the second-oldest university hockey club in Australia and one of the oldest hockey clubs in Victoria – being the only remaining founding member of the Victorian Women's Hockey Association, and the oldest club from the Victorian Hockey Association still in its original form (these two organisations are now merged as Hockey Victoria).

Historically the club is one of the most successful in Victorian hockey, with 12 women's A grade and 10 men's A grade premierships, and at least 13 Australian representatives. However the past few decades have seen little elite success, with the club's 1st teams generally on the fringes of the top grade and many student-athletes of the University choosing to play for other clubs instead of MUHC.

The University of Melbourne Sport Strategic Plan

As an affiliated sporting club of the University, MUHC benefits from financial, facilities, and in-kind support, as well as from the reputation and prestige of the University. Supporting the strategy and objectives of the University and contributing positively to its reputation is, in turn, an integral part of this relationship. MUHC's strategic plan therefore aligns with and supports the University of Melbourne's *Sport Strategic Plan 2010-2015* (the most recent such plan).

In that plan, the University's **Vision for Sport** is:

That the University of Melbourne will be the leading Australian University for sporting performance, level of participation and the quality of facilities.

And its **Purpose** is:

To provide quality sport, fitness and recreation opportunities that enhance the reputation of the University.

Both the University's Vision for Sport and MUHC's Vision are intended to be built upon the **pillars** of Performance and Participation. These pillars are then supported and facilitated by four **enablers**: Profile, Physical and financial resources, Governance and management, and People and culture.

Successful realisation of MUHC's Strategic Plan will contribute to and aid success for the University's Sport Strategic Plan.

Hockey Victoria League Entry Criteria

The governing and primary competitions body for hockey in Victoria is Hockey Victoria (HV). MUHC's strategic plan considers the objectives, requirements, and aspirations of Hockey Victoria's *League Entry Criteria* (LEC). The LEC relate to eligibility of clubs to participate in the Premier League competition in Victoria in future, and have three key aspects: participation, governance, and facilities.

PILLARS

Performance

MUHC aspires for its teams and members to compete and participate successfully at the highest levels, in both men's and women's hockey. Elite performance reflects positively on the club as a whole and can provide flow-on benefits across all levels (for example, with coaching, development, engagement, profile, etc). Developing and supporting high performance are therefore key strategic objectives for MUHC.



This is matched by the University's strategic aim of attracting the 'best and brightest' high performance student-athletes, and having its students, alumni, and club members participating at the highest levels. Furthering elite development and performance also supports Hockey Victoria's strategic objectives for national representation and success.

ACTIONS

- Expand and extend the High Performance Program for hockey at the University
- Provide high quality training and competition facilities, including ancillary facilities
- Provide high quality coaching, including specialist and support coaching
- Provide high quality resources to support training and coaching activities
- Foster, encourage, and develop the elite coaching skills of the club's coaches
- Foster, encourage, and develop elite umpires and technical officials
- Explore possible synergies with other sporting clubs of the University (e.g. facilities and expertise)
- Work with MU Sport to support, complement, and extend the University's *Elite Athlete Program* for hockey student-athletes, including through the offering of sports scholarships

OUTCOMES

- Regularly contending for finals in Premier League
- Regularly contending for InterVarsity titles
- Players and coaches develop and improve elite abilities
- Players achieve representative selection (state, national, AIS/SIS, development/futures squads)
- Umpires and technical officials are represented at elite levels and competitions
- The University of Melbourne is an attractive and desirable destination for elite hockey-playing students from across Australia and internationally
- Virtually all elite hockey-playing students of the University who move to Melbourne join MUHC
- MUHC is contributing to the high performance strategy and objectives of the University
- MUHC is contributing to the high performance strategy and objectives of Hockey Victoria

Participation

The depth and size of MUHC is already one of the club's great strengths. It enables participation at the optimal level for each individual, provides greater depth to support elite performance, facilitates a strong social and supporter environment, and sees a larger pool of people to assist with administration and operations.



Continuing to grow the club and supporting existing participation are therefore key strategic objectives for MUHC.

This aligns with the University's strategic aim of regular sport and recreation participation in its community, to encourage a balanced lifestyle and build a healthy community. Growing the game is also a primary strategic objective for Hockey Victoria and a high-level component of its LEC.

ACTIONS

- Develop and implement a growth plan for casual/social participation in hockey, including increased engagement with and support of the intercollegiate hockey program, and targeting underrepresented groups (with the club's current membership base)
- Expand opportunities for short-stay study abroad and exchange students
- Explore options for greater engagement with the local community
- Improve integration between masters teams and senior teams, and with broader club activities to improve the experience for masters participants
- Endeavour to keep fees low (for students of the University particularly, but all members generally) whilst balancing against delivery of quality services and experiences
- Provide a positive, welcoming and inclusive environment and culture for participants
- Provide appropriate facilities for all participation programs and activities
- Provide suitable coaches and training opportunities across all senior teams

OUTCOMES

- Growth in casual/social participants in hockey at the University and/or with the club
- Improved hockey experience for intercollegiate participants
- Increase in members from the residential colleges
- Increased participation in hockey from underrepresented groups
- Improved Melbourne Experience for students (including study abroad and exchange)
- Delivering a suitable community program in accordance with the LEC
- Continued growth in the number of masters players and teams
- Participation in hockey remains affordable, particularly for students of the University
- Members are provided a satisfying, enjoyable, and rewarding hockey experience, with opportunity for growth and development
- MUHC is an attractive and appealing destination for participants at any level of ability, competitiveness, and commitment, with participation opportunities that are convenient and relevant
- Most hockey-playing students of the University who move to Melbourne join MUHC
- Increased retention of members and re-engagement with past members
- MUHC is contributing to the participation strategy and objectives of the University
- MUHC is contributing to the participation strategy and objectives of Hockey Victoria

ENABLERS

Profile

A high and positive profile aids in recruiting and attracting coaches and players (at all levels). It also assists in bringing in financial and other support.



ACTIONS

- Utilise the connections of the club's network of current and past members to raise the profile of MUHC within Australia and internationally
- Utilise the programs, activities, and connections of the University and MU Sport to raise the profile of MUHC – and the University as an elite hockey destination – within Australia and internationally
- Build on elite players, coaching and development to achieve high levels of performance
- Deliver quality coaching and facilities

OUTCOMES

- Recognised within Australia as its leading university hockey club
- Recognised within Victoria as one of the state's leading hockey clubs
- Recognised within the University and its community as one of its premier sporting clubs
- Contribute positively to the reputation and profile of the University

Financial and physical resources

Sufficient and suitable resources are required to deliver both performance and participation. Without adequate facilities and other physical resources, no activities can occur, and the standard of those resources directly impacts on performance and the quality of experience for all participants. Financial resources support the provision of physical resources and the delivery of performance, whilst also encouraging and facilitating participation (as cost can be a significant barrier to some).



ACTIONS

- Work with MU Sport to ensure the provision of high quality facilities for hockey at the University, in particular to replace the current hockey pitch at end-of-life
- Utilise the nearby State Netball Hockey Centre as an interim high quality facility if required
- Utilise the University's existing sporting facilities and equipment for training and player development
- In collaboration with the Advancement Office and MU Sport, develop and implement a strategy to encourage hockey club members and alumni to support the club's activities and strategic goals
- Develop financial plans in line with the strategic plan
- Explore and develop new revenue sources
- Implement a sponsorship plan to attract and secure sponsors

OUTCOMES

- Able to offer high quality playing and training facilities, including ancillary facilities
- The University's hockey pitch is replaced and upgraded to the necessary standards of the LEC, and compares favourably against the best hockey facilities of other Australian universities
- A sizeable, growing financial base in the club's chapter of the University of Melbourne Sport Foundation, to support the key strategic operations of the club as well as major capital works if necessary
- Sufficient financial inflows to achieve the club's strategic and operational goals in a sustainable and responsible manner without impacting participation

Governance and management

A well-governed and well-managed club provides a stable and reliable base on which to successfully realise strategic goals, and puts the club well-placed to sustain and build on such successes over the long term.



ACTIONS

- Continue to seek opportunities to align with best governance practices for community-based sporting organisations
- Comply with the governance requirements of MU Sport and the University of Melbourne
- Comply with relevant policies and procedures of the University of Melbourne
- Comply with the governance requirements of Hockey Victoria's *League Entry Criteria*
- Develop appropriate policies and procedures for the club and its members, and regularly review and updated these as necessary
- Identify and encourage suitable individuals for administrative, Committee, and volunteer positions and roles
- Ensure succession planning for the Committee, its sub-committees, and other positions and roles
- Consider suitable IT systems/applications to assist with management and administration
- Develop operational plans in line with the strategic plan
- Ensure appropriate record keeping
- Improve collection and care of historical material

OUTCOMES

- Robust and appropriate policies and procedures
- The Committee and its sub-committees are operating effectively
- A broad base of volunteers for the club's management and operations
- The club is well governed and responsibly managed
- Long term operational goals are met or in progress towards
- Annual and regular reporting is open and accountable
- Good historical records, collections, and materials

People and culture

Having good people and culture is essential for MUHC to achieve its strategic goals and be a well-run, high-performing, enjoyable and inclusive club that people want to be associated with and contribute to, and that they feel part of and strongly connected to.



ACTIONS

- Recruit, appoint, and develop quality coaches and managers
- Encourage the development of umpires and technical officials
- Promote respect for umpires and officials, and engage with HV initiatives in this area
- Provide and facilitate suitable training and development opportunities for coaches, managers, administrators, volunteers, and officials
- Encourage diversity on the Committee
- Promote inclusiveness and diversity within MUHC and to its community, including through engagement with related HV initiatives, and the application of appropriate club policies
- Foster the growth of coterie and (club) alumni networks
- Provide regular social functions and events, with variety to appeal to different cohorts of members
- Explore initiatives to provide an attractive game day experience for spectators

OUTCOMES

- Quality coaches and managers, with sufficient quantities
- Quality umpires and technical officials, with sufficient quantities
- The club and its members treat umpires and officials with respect, and is well-known for this
- Capable administrators, Committee members, and volunteers, and a suitably diverse Committee
- The club is inclusive and welcoming of diversity, providing a safe environment for all, free from harassment and discrimination
- Increased connection with past club members
- The club provides an enjoyable social experience for its members and community
- Increased engagement with the club from its members, and greater cohesiveness and 'club spirit' within the club
- Increased crowds at matches (particularly 1st team home games)



THE UNIVERSITY OF
MELBOURNE

the leading university hockey club in Australia for *high performance and development*

one of the most *participation-friendly, competitive, social, and inclusive* hockey clubs

for all levels

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